



Gary Penrod
Sheriff-Coroner

Mission Statement

The Sheriff-Coroner Department provides professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.



GOALS

ENHANCE RESPONSE CAPABILITIES TO DISASTERS/ EMERGENCIES

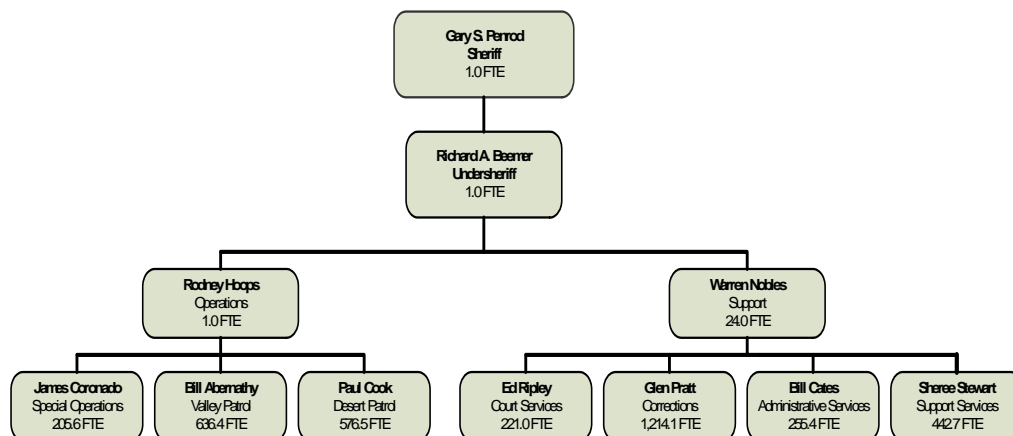
ENHANCE MANDATED DETENTION/ CORRECTION SERVICES

ENHANCE SERVICE CAPABILITY OF CORONER OPERATIONS

ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES

SHERIFF – CORONER

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Sheriff acts as the chief law enforcement officer of the county by providing a full range of police services throughout the unincorporated areas, as well as, to 14 cities that contract for law enforcement protection. In addition, the Sheriff acts as the Coroner of the county since operations were assumed after a merger in January 2005.

The general law enforcement mission is carried out through the operation of 10 county stations and a centralized headquarters using basic crime and narcotic investigations, a crime laboratory and identification bureau, central records, communications dispatch, and an aviation division for general patrol and search and rescue activities. The Sheriff also provides civil processing, court security through a contract agreement, and will manage four major detention facilities this year – the Central Detention Center, the Glen Helen Rehabilitation Center, the West Valley Detention Center and the Adelanto Detention Center. The department also operates a regional law enforcement training center and emergency driver training facility.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Sheriff-Coroner	415,623,711	271,275,863	144,347,848		3,560.7
Total General Fund	415,623,711	271,275,863	144,347,848		3,560.7
Special Revenue Funds					
Contract Training	3,399,817	2,090,000		1,309,817	-
Public Gatherings	1,623,295	1,500,483		122,812	18.0
Aviation	1,541,369	500,000		1,041,369	-
IRNET Federal	1,617,732	661,000		956,732	-
IRNET State	208,607	100,000		108,607	-
Federal Seized Assets (DOJ)	3,138,419	805,000		2,333,419	-
Federal Seized Assets (Treasury)	35,431	18,400		17,031	-
State Seized Assets	2,672,497	1,120,000		1,552,497	-
Vehicle Theft Task Force	972,226	919,137		53,089	-
Search and Rescue	263,844	107,000		156,844	-
CAL-ID Program	3,851,164	3,580,736		270,428	-
COPSMORE Grant	205,480	-		205,480	-
Capital Project Fund	2,107,527	305,332		1,802,195	-
Court Services Auto	1,172,389	530,000		642,389	-
Court Services Tech	1,124,764	395,000		729,764	-
Local Detention Facility Revenue	2,510,057	2,482,000		28,057	-
Total Special Revenue Funds	26,444,618	15,114,088		11,330,530	18.0
Total - All Funds	442,068,329	286,389,951	144,347,848	11,330,530	3,578.7

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE RESPONSE CAPABILITIES TO DISASTERS AND OTHER EMERGENCIES.

Objective A: Improve communication capabilities during critical incidents.

Objective B: Improve skills training and intelligence gathering.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Number of incoming calls per Dispatcher I. • There are currently 47 Dispatcher I's assigned to the Valley and Desert dispatch centers.	25,784	24,344	New	24,876	24,876

Status

In 2005-06, the Board of Supervisors (Board) approved the funding of twelve Dispatcher I positions with a portion of Prop 172 sales tax revenue in the amount of \$621,768. In 2007-08, the department added 8 Dispatchers II positions from contract cities increases, bringing the total number of dispatchers (I, II, & III) to 135.

On November 7, 2006, the Board accepted the 2006 Homeland Security grant award, in the amount of \$3,663,117. This award included funding, in the amount of \$300,000, to conduct a needs assessment for a combined Public Safety Operations Center (PSOC), which would include both Sheriff and Fire dispatch centers. On February 13, 2007, the Board approved the release of an Request for Proposal to provide a comprehensive assessment of the county's current and future needs and the infrastructure that will be necessary to support a countywide PSOC. On May 15, 2007, the Board awarded the consultant contract, in the amount of \$300,000, to DMJMH&N of Orange, California, for the programming/future needs assessment for the PSOC. On July 24, 2007, the Board approved the first amendment to the contract to include a full scale assessment and to increase the amount from \$300,000 to \$359,000.

In April 2008, the assessment was completed by the consultant firm. The recommendations were to construct two new PSOCs, one in the Valley and one in the Desert, to accommodate growth in personnel and equipment, and the consolidation of county emergency services. These PSOCs would include Sheriff's Communications, CONFIRE Communications and county Emergency Operations Center (EOC), at a cost of \$112 million.

The Sheriff's Department continues to play a leadership role in skills development for basic and advanced officers training. The department also continues to participate in the FBI's Terrorism Early Warning Group (TEWG), which is designed to obtain and analyze information and intelligence needed to formulate an effective response to threats and acts of terrorism.

In its desire to provide the most up to date and accurate data, the Sheriff's Department has adjusted its performance measure for 2009-10 to reflect the number of incoming calls per Dispatcher I positions rather than including all dispatchers. Dispatcher I positions are the only dispatcher classification that answer incoming calls and therefore is a more accurate measure of the number of incoming calls the department receives per dispatcher.

2007-08 ACCOMPLISHMENTS

- ❖ San Bernardino County finished first among 19 other counties to receive \$100 million in Assembly Bill 900 funds for the expansion of Adelanto Detention Center
- ❖ The Sheriff's Marijuana Eradication Team had one of their busiest years to date. The Team located 44 grows, seizing a total of 116,255 marijuana plants
- ❖ The Sheriff's Department and the District Attorney's Office joined forces to establish a cold case team. Four detectives and a Deputy District Attorney comprise the team. During the first year, the team cleared and arrested 9 suspects in 8 homicide cases
- ❖ The Sheriff's Corrections and Detention Bureau implemented the first of its kind Automated Dispensing Pharmaceutical System in the correctional industry to deliver medications to approximately 1,500 inmates on a daily bases
- ❖ Operation Desert Heat was a joint gang enforcement operation with the Cities of Victorville, Hesperia, Apple Valley, and Adelanto. The program was funded through the office of Supervisor Brad Mitzelfelt. At the conclusion of the program, 1,203 arrests were made and 50 parolees were returned to state prison. During the month-long operation robberies in the desert communities decreased by 41%, carjackings by 40%, and vehicle thefts by 19%

GOAL 2: ENHANCE MANDATED DETENTION AND CORRECTION SERVICES.

Objective A: Improve inmate and officer safety in detention and correction operations.

Objective B: Assess staffing levels for general and safety personnel in custody settings.

Objective C: Increase and maximize inmate capacity.

Objective D: Improve jail facilities, vehicles and equipment.

Objective E: Improve inmate health care services.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Number of inmate-on-inmate assaults per 1,000 prisoners per month.	7.44	7.39	5.77	5.08	5.08

Status

The Sheriff's Department has worked and will continue to work hard to enhance detention and correction services in the county. In 2007-08, the county was named to receive \$100 million in Assembly Bill 900 funds to be used to build jail beds at the site of the Adelanto Detention Center. Our county was one of 24 counties that applied for the \$750 million in AB900 funds. San Bernardino County finished first among the 19 counties that were ultimately selected to receive between \$10 million and \$100 million. The additional 1,368 jail beds constructed through this project will greatly increase inmate capacity for the county.

In accordance with the Sheriff's objective of improving inmate health care services, the department has helped implement a first of its kind automated dispensing pharmaceutical system. The Sheriff's Department houses over 5,700 inmates daily. In West Valley Detention Center alone, medications are delivered to 1,528 inmates daily. In the past, packaging these medications required the work of several nurses, each spending hours per shift. In addition, inmates were often moved or released before the medications arrived. By law, medications cannot be re-packaged, which cost the county thousands of dollars.

The county ultimately purchased an automated dispensing pharmaceutical system, which is tied into the Sheriff's Department's Jail Information Management System. When a doctor orders medicine for an inmate, that order is sent by computer to a pharmacist at Arrowhead Regional Medical Center. The pharmacist checks the order, confirming dosage and assuring the medication does not conflict with other medications the inmate may be taking. The Jail Information Management System is integrated and confirms the inmate's location, and that he is still in custody.

Twice a day the dispensing equipment packages 1,500 medications in 45 minutes, the medications are placed into small, clear packets with the inmate's name, housing location, medication, dosage, and instructions printed on the package. The system is the first of its kind in the correctional industry and is an improvement in terms of service, efficiency and safety.

GOAL 3: ENHANCE THE SERVICE CAPABILITY OF CORONER OPERATIONS.

Objective A: Maintain staffing levels to be consistent with rapid population growth.

Objective B: Improve operational efficacy of the Coroner's facilities and equipment.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Percentage of autopsies/assessments performed per reported death.	18.60%	18.68%	18.76%	25.38%	25.38%
<ul style="list-style-type: none"> Reported death includes: hospice, home deaths, hospital in-patient and ER deaths, suicides, accidents, and homicides. 2006-07 - 9,559 reported deaths, 2007-08 - 9,531 reported deaths 					

Status

In 2005-06, the Board authorized the addition of 7 deputy coroner investigators (DCI), 5 autopsy assistants, and 2 service specialists for the coroner's office, to reduce caseloads, accommodate increased autopsies, enhance transport services, and augment miscellaneous services such as property storage, public information requests, vehicle maintenance, specimen and evidence handling, and scene processing.

The Sheriff's Department completed a four million dollar remodel project at the Coroner's central facility and relocated the High Desert morgue facility. The remodel at the Coroner's central facility in San Bernardino included adding additional cold storage, new work stations and a new air filtration system. The High Desert Coroner's Office was moved to a larger facility in Apple Valley.

The additional staffing and facility improvements have increased the efficiency of the coroner operation. The goal is to maintain or exceed 16% (comparison with similar size counties) of autopsies/assessments performed per reported death. The number of reported death cases per deputy coroner investigator has reduced from 683 (2006-07) to 423 (2008-09); the goal is not to exceed 400 cases per investigator as recommended by the National Association of Medical Examiners.

GOAL 3: ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES.

Objective A: Enhance patrol operations, including staffing, facilities, equipment, communication and technology.

Objective B: Develop prevention and suppression strategies based on current crime trends.

Objective C: Focus on skill development to improve officer safety.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
Deputy to citizen ratio. • There are currently 233 deputy sheriffs assigned to the unincorporated patrol operations.	1:1,324	1:1,268	1:1,270	1:1,279	1:1,279
Percentage of injuries to suspects in use-of-force incidents.	40.72%	39.12%	29.37%	34.65%	31.12%

Status

In 2005-06, the Board authorized the addition of 37 deputy sheriff positions for the Sheriff's Department. In 2006-07, the Board approved an additional 12 deputy sheriff positions for the unincorporated patrol stations. This brings the current total number of deputy sheriff positions assigned to the unincorporated patrol stations to 233. The goal is to maintain a deputy-to-citizen ratio of 1:1,000.

In 2005-06, the Board authorized a total package of \$1.26 million for 1,117 tasers. The tasers were issued to all safety personnel at the rank of sergeant and below. Since the implementation of the program, the percentages of injuries to suspects have reduced by over 20% (calendar year 2005- 62.99%, 2006-61.50%).

The additional staff and the implementation of Tasers for deputy sheriff positions have increased public safety and officer safety.

In its constant pursuit of improved investigative capabilities, the Sheriff's Department and the District Attorney's Office joined forces and established a Cold Case Team in 2007-08. Four detectives and a Deputy District Attorney comprise the team. During the first year, the team cleared and arrested 9 suspects in 8 homicide cases which would likely have remained unsolved. The department anticipates continued success in the upcoming year with the department's receipt of a grant award from Department of Justice, Office of Justice Programs, 2008 Solving Cold Cases with DNA Solicitation, in the amount of \$499,505. The grant period is from January 1, 2009 through June 30, 2010. The award will be used to fund one Detective and one Criminalist II positions dedicated to working cold cases for the 18-month grant period.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Relocate Valley Area Hanger and Air Operations of Sheriff's Aviation to San Bernardino International Airport. (CIP) The relocation project will consist of moving the Valley Area Sheriff's Aviation operations from Rialto Airport to the San Bernardino International Airport. The relocation is necessitated by the City of Rialto's redevelopment plan for the current Rialto Airport property. Hillwood-Lewis estimated the cost to construct the facility at \$12.0 million and \$1.5 million in furniture, fixtures, and equipment, for a total of \$13.5 million. The Sheriff's Department requests one-time additional general fund financing for the purpose of this CIP. (Portion of local costs to be offset from reimbursement from Rialto Redevelopment Agency at \$4,300,000).	-	\$13,500,000	\$4,300,000	\$9,200,000
2. Increase Jail Security Staffing (Policy Item) Four additional sergeants and forty seven additional deputies are needed to maintain the current jail security staffing level. The distribution of the additional staffing would assign two sergeants and twenty-one deputies to West Valley Detention Center, one sergeant and thirteen deputies to Central Detention Center and one sergeant and thirteen deputies to Glen Helen Rehabilitation Center. The Sheriff's Department is currently using overtime to staff unbudgeted positions at all three correctional facilities in response to changing security needs over the past ten years. The fifty one requested positions were gradually phased in over a ten year period as needs increased, but without formal approval and funding. In the future, the department will work with the County Administrative Office (CAO) to add positions as the need arises. The Sheriff's Department requests one-time additional general fund financing of \$255,000 for start-up costs and \$8,206,441 in on-going additional general fund financing for this policy item. * Two of the Sergeant positions were previously funded with monies from the state's Supplemental Law Enforcement Services Fund (SLESF) has been deleted.	51.0	\$8,461,441	-	\$8,461,441
3. Operational Overtime Budget offset (Policy Item) The Sheriff's Department by nature of its functions and responsibilities has an increased need for budgeted operational overtime funding. The operational overtime expenditures come from unincorporated patrol and support operations (Homicide, Crimes Against Children, Narcotics, Gang Detail, Crime Lab, Coroner, Dispatch, Volunteer Forces, Internal Affairs etc.). While some of the overtime is staffing related and off-set by vacant positions being relieved, the majority of the incurred costs is due to operational related incidents (investigations, prisoner transport, court testimony, searches etc.). The department has begun to ask that overtime be built into each new county position that is funded by the Board of Supervisors (10% per position). There has been no history of allocating operational overtime into the Sheriff's budget. In the past, operational overtime was paid with salary savings from vacant positions, which is no longer possible as the department has strived to maintain a full level of staffing. The department will propose budgeting new county positions with an overtime component and work with the CAO in achieving this goal. The department requests on-going additional general fund financing for this policy item.	-	\$3,000,000	-	\$3,000,000
4. Increase Staffing Level in Internal Affairs (Policy Item) The staffing level increase will consist of one Captain, three Sergeants, one Office Assistant III and one Office Assistant II. The increase in staffing is requested to improve the uniformity in Internal Affairs investigations by centralizing investigations. The department requests one-time general fund financing of \$163,000 for start-up costs and \$947,166 in on- going additional general fund financing for this policy item.	6.0	\$1,110,166	-	\$1,110,166
5. Increase Dispatcher II Positions (Policy Item) Dispatchers II's are the life-line for patrol deputies in life and death emergencies. The increased staffing is a necessity to support added deputy positions and workload demands. The seventeen (17) Dispatcher II's will add 6 Dispatcher II's to Valley Dispatch and 11 Dispatcher II's to Desert Dispatch. The department requests \$1,312,211 in ongoing additional general fund financing for this policy item.	17.0	\$1,312,211	-	\$1,312,211

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Percentage of Valley Area hanger and air operations relocation project completed.					10%
P2. Decrease in staffing- related overtime (actual hours) in correctional facilities per year.					102,648
P3. Number of full time equivalent (FTE) Deputy positions held vacant to offset operational overtime costs. • 25 FTE @ \$120,000					0
P4. Percentage of cases directly investigated by Internal Affairs Division.					14.44%
P5. Percentage of Dispatch Consoles Filled.				78.95%	100%

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
<ol style="list-style-type: none"> 1. Coroner Division – Increase fees for human remains storage, body removal, and other supplies and services to fully recover costs. 2. Public Gathering Rates. 3. Aviation Division - Establish updated rates for the Department's aircraft fleet. 4. Explosive Permit and Inspection Fees. 	<p>Rate increases will allow the department to recover actual costs of supplies and services provided to the public.</p> <p>Rate increases reflects increases in labor, administrative and indirect costs provided to Public Gathering events.</p> <p>The new rates are aimed to fully recover cost of operation, including, but not limited to personnel and supplies cost. The rates are being established for future service requests and do not generate immediate budgetary impact.</p> <p>The current rates have been established since the 1970s. The proposed increases allow the department to fully recover costs and align current fees with other counties.</p>

If there are questions about this business plan, please contact Captain Dennis Casey at (909) 387-0640.